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A FITNESS PROMOTION STRATEGY FOR NEW BRUNSWICK

FEASIBILITY STUDY

FINAL REPORT

Presented to the

Department of Tourism, Recreation & Heritage

and

Fitness Canada

by

PARTICIPaction

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EXECUTIVE SUMMARY

PARTICIPaction was contracted by the New Brunswick Department of Tourism, Recreation and Heritage and by Fitness Canada to conduct a feasibility study aimed at recommending a fitness promotion strategy for New Brunswick.

This report presents the rationale for a coordinated strategy based in part on the conclusions of several consultations with over 60 interested individuals and leaders representing national, provincial and local organizations.

Recommendations are made concerning the strategy, an action plan, budget proposed and time-frame, as well as considerations on the involvement of the private sector.

The main recommendations and observations are as follows:

1. that there is strong support for the implementation of the recommended strategy.
2. that a commitment of at least two years be made before proceeding.
3. the messages should focus on fitness as the cornerstone and include nutrition, weight control and back care messages.
4. that the communication messages be sensitive to New Brunswick characteristics.
5. that the strategies and projects be centered on a media campaign, on networking opportunities and on creating supportive environments.
6. that an evaluation procedure be incorporated in the strategy.
7. that a management committee be established.
8. that the necessary financial resources be provided jointly by the provincial government and the federal government (decreasing over the years) and the private sector (increasing over the years).

1.0 INTRODUCTION

In December, 1986, PARTICIPaction was contracted by the New Brunswick Department of Tourism, Recreation and Heritage, and by Fitness Canada, to conduct a feasibility study aimed at recommending a fitness promotion strategy for New Brunswick.

1.1 Background

The idea that a "coordinated promotion strategy" might be useful dates back to 1985 when officials of the New Brunswick Department of Youth and Recreation analysed the results of various research studies. These studies assessed the New Brunswick situation concerning the fitness level of various population groups and their physical activity patterns. In addition, the Department examined the existing provincial fitness and lifestyle programs and the organizations promoting them. Finally, information was also collected from a number of national fitness task forces underway at that time and the 1986 Canadian Fitness Summit.

Throughout this analytical process, contact was maintained with officials of Fitness Canada and other national organizations in order to compare the findings for New Brunswick with those in other provinces.

Generally speaking, the situation in New Brunswick was found to be below the national norm and that found in most other provinces. Some preliminary discussions were therefore held to begin exploring strategy options.

In July, 1986, a meeting was held in Fredericton which involved senior officials from New Brunswick (James Morrell, George Bouchard and Donat Thériault); Fitness Canada (Michel Bédard); and PARTICIPaction (Russ Kisby and François Lagarde).

This meeting resulted in the subsequent preparation of two documents.

(1) PARTICIPaction's potential involvement in a cooperative effort for the promotion of health and fitness in the province of New Brunswick -- September 15, 1986.

(2) "Fitness 2000" -- a recommended promotion strategy for New Brunswick -- November 14, 1986. (Prepared by Mr. Donat Thériault).

1.2 Goals of the Feasibility Study

In light of these documents, a second meeting was held on December 2, 1986. Donat Thériault (Government of New Brunswick), Michel Bédard and Janet Connor (Fitness Canada), Russ Kisby and François Lagarde (PARTICIPaction) were present. The main result was an agreement that PARTICIPaction would be contracted to conduct a feasibility study which would include:

(a) an analysis of the current fitness status of the population of New Brunswick based on the most recently available scientific and survey data;

(b) an assessment of the perceived need and interest of various public, private and voluntary groups in New Brunswick in working together toward a province-wide fitness promotion strategy; and

(c) a recommendation as to the best vehicles and delivery systems which might be employed to reach selected target groups; and a final report containing a recommended strategic plan of action with associated costs, time frames, roles and responsibilities, and evaluation procedures.

It was also agreed that the cost of this feasibility study would be shared equally by the New Brunswick Department of Tourism, Recreation and Heritage, and by Fitness Canada.

1.3 Report Format

The format of this report reflects the various steps taken in the conduct of this study.

First, a rationale for a coordinated approach was developed based on the results and recommendations of the June, 1986, Canadian Summit on Fitness, the Task Force studies, and the previously mentioned federal-provincial-PARTICIPaction meetings.

Second, conclusions were drawn based on data collected from the most recent and reliable sources.

Third, consultations were held with over 60 interested individuals and fitness leaders representing a variety of appropriate provincial and local organizations.

Finally, it was PARTICIPaction's responsibility to develop a recommended plan of action.

Throughout the study, progress reports (February 4, March 13 and September 11), and ongoing communications between PARTICIPaction and the Department of Tourism, Recreation and Heritage encouraged constant, positive and effective joint decisions. In fact, it was agreed that this study would not be conducted in isolation. Therefore, this report is based on the cumulative input of all interested representatives.

2.0 RATIONALE FOR A COORDINATED STRATEGY

Rapidly rising health care costs are a major economic and social concern of provincial and federal governments in Canada.

In seeking a solution, there has been a growing body of experience which suggests that when individuals are motivated to assume greater responsibility for their own health, (primarily through the adoption of healthy, self-determined lifestyle behaviours), it can result in significant economic benefits.

While there can also be many other personal and societal benefits resulting from the province-wide strategy we propose, the primary motivation is to ultimately counteract the economic impact of unhealthy behaviours. At the same time, and in a more positive sense, studies confirm that the adoption of "healthy behaviours" can result in increased personal productivity. Therefore the proposed strategy is not only a preventive approach, but also a pro-active one.

Most health and fitness professionals today agree that the most effective behaviour modification campaigns are likely to be ones that involve a coordinated, strategic plan; a plan which would include a number of partners such as the mass media, appropriate government departments, the private sector, voluntary associations and health and fitness program delivery groups. The campaign should aim to encourage individual behaviour changes, as well as to create supportive environments that make the "healthy choices" easy choices.

Idealistic? Perhaps, but there have been localized experiments to prove that such a strategy does work.

Despite numerous suggestions over the years that such a coordinated approach should be tried on a provincial or national scale, it has not been attempted. Now, it is proposed that the Province of New Brunswick take the initiative and become a model for all of Canada.

The 1985 Government of Canada Health Promotion Survey provided strong indications that the population of New Brunswick would be receptive to such a health and fitness promotion strategy:

- 65% of adults in New Brunswick indicated they believed there were "personal things" they could do to improve their physical health; while
- 27% believe that more exercise would improve their health "a great deal"; 28% indicated "moderate" improvement; 23% "modest" improvement; and only 17% "not at all".

This expressed interest and support is especially timely since studies indicate that New Brunswick has a lower percentage of citizens involved in physical activity (46%) compared to the Canadian average (56%), and further their estimated "activity intensity" (a key factor for cardio-vascular health benefits), is also below the national average.

Based on this information, and on the very positive response from the meetings with provincial program delivery associations, there appears to be considerable merit in undertaking the plan proposed herein -- a plan that can result in significant health, fitness, social and economic benefits.

This proposed coordinated plan of action is also consistent with the vision defined at the Canadian Summit on Fitness (June 1986).

"THE VISION FOR FITNESS"

THE VISION OF FITNESS BY THE YEAR 2000 DEPICTS A SOCIETY THAT VALUES WELL-BEING AS FUNDAMENTAL AND AN INTEGRAL PART OF DAY-TO-DAY LIFE. CANADIAN SOCIAL STRUCTURES, THE FAMILY, THE SCHOOLS, THE WORKPLACE, THE HEALTH CARE SYSTEM, WILL ALL ENTHUSIASTICALLY EMBRACE AND REWARD DAILY PHYSICAL ACTIVITY AND BEHAVIOURS WHICH CONTRIBUTE SIGNIFICANTLY TO HEALTH AND WELL-BEING. REGULAR PHYSICAL ACTIVITY AND OPTIMAL WELL-BEING WILL BE INGRAINED AS IMPORTANT AND WIDELY ACCEPTED VALUES IN CANADIAN SOCIETY (IN EFFECT, A CANADIAN "CULTURAL TRADEMARK").

- Canadian Summit on Fitness

Consequently, for a New Brunswick strategy, it is felt imperative to have the support and active involvement of the Department of Health and Community Services, the Department of Education, and the Department of Labour, along with that of the Department of Tourism, Recreation and Heritage. In addition, the support of many provincial and community groups, professional associations, the corporate community and the mass media -- all coordinated through a common strategy plan -- is the desired goal.

3.0 NEW BRUNSWICK SURVEY DATA

In January, 1987, data related to New Brunswick on social demographics, health and fitness was collected and analysed. The information was primarily based on three federal government sources: Statistics Canada, the Canada Fitness Survey (1981) and the Health Promotion Survey (1985).

3.1 Demographic Data

Information was collected on the following variables in the belief that they could have an impact on individual health and fitness; age; family income; education; urban/rural population; marital status; nature of employment and unemployment. All were compared to the Canadian average.

No major differences were observed between Canada and New Brunswick data for age, marital status and nature of employment.

There are, however, some significant differences in other variables. In New Brunswick, the average family income is lower and there is a tendency to leave the formal school system earlier. (Income and education levels have, in many studies, proven to be significant factors affecting one's interest in personal health and fitness). Further, the population of New Brunswick is almost equally split between urban and rural, compared to 75% - 25% for all of Canada. Finally, the split between English and French is 66% - 34%.

3.2 Participation in Physical Activities

An analysis comparing the health and fitness behaviours of Canadians in general to the citizens of New Brunswick, indicated some interesting differences. While the actual statistics vary from study to study, the informed opinion is that the population of New Brunswick generally tends to have "lower levels" when it comes to regular, physical exercise both in terms of participation frequency and intensity.

3.3 Appendix

The appendix to this report contains a collection of relevant statistics and other data gleaned from a variety of surveys and reports.

4.0 CONSULTATIONS WITH GOVERNMENT DEPARTMENTS, AGENCIES AND VOLUNTARY ORGANIZATIONS

In accordance with the rationale and the study's plan of action, PARTICIPaction officials held meetings with representatives of the New Brunswick fitness community, voluntary agencies, and appropriate government departments. These meetings were arranged by the Department of Tourism, Recreation and Heritage.

In addition, the President of PARTICIPaction met with senior officials of the Health Promotion Directorate and Fitness Canada of the Government of Canada.

4.1 Purpose of Meetings

The purpose of these meetings was to enable PARTICIPaction to:

(a) gather feedback on and input into the need and the potential for a strategic plan;

(b) identify the relationship between what would be the concerns of a health and fitness promotion, and the priorities, orientations and concerns of the various groups interviewed; and

(c) identify the potential for collaboration.

4.2 New Brunswick Fitness Community

On February 16 and 17, 1987, representatives of the Department of Tourism, Recreation and Heritage and PARTICIPaction held a series of meeting which included some 30 health and fitness leaders representing a variety of organizations.

1. Community Services Department
2. Conseil provincial des éducateurs physiques du Nouveau-Brunswick
3. Fitness Association of Fredericton
4. Fundy Region Recreologist Association
5. Heritage Health and Fitness Centre
6. Institut de Leadership (Université de Moncton)
7. Lou's Body Shop (Fredericton)
8. New Brunswick Fitness and Lifestyle Federation
9. New Brunswick Recreation Association
10. Physical Education Council
11. Recreation Society of Atlantic Canada
12. Saint John Regional Centre
13. South-East Region Recreation Committee
14. Université de Moncton
    - Centre universitaire de Moncton
    - Centre universitaire Saint-Louis-Maillet
15. YMCA (Moncton, Fredericton, Saint John)

A list of the actual participants is contained in the appendix.

The primary result of these in-depth discussions with fitness, health and education leaders, was a general consensus that a fitness promotion strategy for New Brunswick should:

- cover all segments of the population;
- focus on "how to" (make it easy);
- include other healthy behaviours (e.g., nutrition);
- take into consideration "basic values" in New Brunswick (family traditions, etc.)
- respect the 50% rural population aspect;
- involve the existing leaders;
- feature, as much as possible, New Brunswick people, programs, facilities, geography, and cultural differences;
- be well-coordinated so that all participating partners be kept informed; and
- involve an evaluation component.

The appendix contains more detailed reports of these meetings. Included are some excellent suggestions regarding possible promotions and the effective utilization of existing delivery systems. These suggestions were particularly helpful in the development of the specific strategies proposed and will also be helpful in the implementation phase should we proceed.

Letters of support for a coordinated initiative were sent to the Minister. These letters also expressed a readiness, by many groups and organizations, to collaborate in the proposed coordinated action plan. Copies are contained in the appendix.

4.3 Department of Labour and the Occupational Health and Safety Commission

On March 19, 1987, a meeting was held with the representatives of the Department of Labour and the Occupational Health and Safety Commission (O.H.S.C.). Officials from the Department of Tourism, Recreation and Heritage also attended.

The following individuals were present:

- The Minister of Labour
- The President of the O.H.S.C.
- The Deputy Minister of the Department of Labour
- The Minister of Tourism, Recreation and Heritage
- The Assistant Deputy Minister of Tourism, Recreation and Tourism
- The Director of Health & Safety Services, O.H.S.C.

Previous (March 11, 1987) and subsequent discussions with the O.H.S.C. confirmed the following conclusions:

- Since, (according to the New Brunswick Workers' Compensation Board), 17.1% of 1986 claims were related to back and spinal problems and it is believed that good physical fitness is a prime prevention to those problems, the O.H.S.C. expressed an interest and willingness to cooperate in such an initiative.

- It is estimated that there are 13,000 companies, 1,200 of which have 20 or more employees. These 1,200 are required by law to have a health and safety committee. This network could act as an ideal delivery system for our message.

- There is general interest by those involved in health and safety in the workplace. At the 1986 conference of the O.H.S.C., 25% of delegates (150) participated in a workshop on fitness in the workplace.

- The O.H.S.C. is definitely concerned with heart disease prevention and overall healthy lifestyle promotion. It also believes that workers who are health conscious are safety conscious.

- The Ministry of Labour supported the observations from the O.H.S.C. and stressed that many are especially applicable to older workers.

- Actions in the workplace seem particularly timely since surveys confirm that 59% of adults in New Brunswick view the workplace as a suitable place for health promotion messages.

4.4 Department of Education

Two meetings involving officials from the Department of Education were organized.

On March 11, 1987, the following representatives from the Department participated in a first consultation with Tourism, Recreation and Heritage and PARTICIPaction officials:

- The Director of the Development and Implementation Branch
- The Curriculum Consultant in Health Education and Coordination of Junior High Schools.

A subsequent meeting on March 19, 1987, at which the Minister of Education and the French Curriculum Consultant in Health Education participated, permitted further discussions.

Finally, other consultations with the curriculum consultants allowed us to draw the following conclusions:

- It was felt that the proposed strategy would represent an opportunity to give physical education and fitness in the schools a much needed "push".
- There would be an initial need to sell the idea to parents and school board officials.
- The strategy should include a promotional component to change attitudes.
- The strategy should also include some kind of professional development for teachers, especially at the elementary level.
- The primary focus should be on quality, regular, physical activity and other related components of health; in particular, nutrition and weight control.
- Any promotional actions should ideally be coordinated with the Canadian Association of Health, Physical Education and Recreation's "Quality Daily Physical Education" initiative and be coordinated with the Physical Education Council's priorities.
- In terms of a delivery system, the Department of Education would be ready to collaborate, but it was emphasized that the decision-making process is decentralized and therefore efforts should ideally be localized in the 41 school districts.

4.5 Department of Health and Community Services

On April 2, 1987, a meeting with representaties of the Department of Health and Community Services was held.

The following were present.

- The Minister of Health and Community Services
- The Deputy Minister
- The Chairman of the Alcoholism and Drug Dependency Commission (ADDC)
- The Executive Director of the Alcoholism and Drug Dependency Commission (ADDC)
- The Assistant Deputy Minister - Community Services Division.

This meeting, plus previous discussions with various departments and ADDC officials confirmed the following conclusions:

- Among the Department's four priorities (Aids, tobacco, cardio-vascular disease prevention and accidents), the one that could benefit most from this strategy would be "cardio-vascular disease prevention". The promotion of exercise, healthy eating, weight contol and smoking cessation should be the main messages.

- In the evaluation of the strategy, it would be best to concentrate on changes in generally accepted health status indicators or risk factor indicators, rather than on health care costs.

- The strategy should include messages targetted at individuals (personal responsibility) and at creating positive, supportive "environments" (make healthy choices easy).

- In developing specific strategic initiatives, lower socio-economic groups, seniors and the disabled should be given a high priority.

- Corporations who sell alcohol or tobacco products should not be approached to become sponsors of this campaign.

5.0 CONSULTATIONS WITH THE FEDERAL GOVERNMENT AND NATIONAL ORGANIZATIONS

5.1 Introduction

From the beginning, it has been suggested that the proposed coordinated intiative for New Brunswick could well become a model, or "demonstration program", for all of Canada. Therefore, it is not surprising that the federal government has expressed interest and that Fitness Canada contributed to the cost of this feasibility study.

5.2 Health Promotion Directorate

The concept of what is herein being proposed for New Brunswick has been discussed by the President of PARTICIPaction with the Assistant Deputy Minister.

The Assistant Deputy Minister expressed definite interest and indicated a willingness to consider financially supporting the project once action details were developed and approval-in-principle was given by the Government of New Brunswick. In particular, it was suggested that funds from the Health Promotion Directorate's cardio-vascular disease prevention program would be appropriate for some of the initiatives discussed.

During the conduct of the feasibility study, a number of other senior personnel within this Directorate were most helpful in providing useful data and suggestions. Their excellent cooperation and encouragement is hereby acknowledged.

5.3 Fitness Canada

As stated, Fitness Canada's interest in the proposed initiative is evident by its financial support of this study. In further discussions between the Director of Fitness Canada and the President of PARTICIPaction, it is clear that Fitness Canada would be prepared to provide further financial support providing appropriate levels of support are also forthcoming from New Brunswick and the private sector.

Fitness Canada also has a great deal of technical expertise, experience and other resources that would be most helpful to the proposed initiative. It would therefore be desirable to have senior level involvement by Fitness Canada personnel in the central coordinating mechanism.

5.4 Canadian Fitness and Lifestyle Research Institute

The Institute cooperated by providing useful data to compare the situation in New Brunswick with the rest of Canada. Senior officials also expressed a keen interest in the proposed New Brunswick initiative and offered to share their experiences and expertise in developing appropriate evaluation mechanisms.

5.5 Canadian Association for Health, Physical Education and Recreation

The New Brunswick Department of Education has long had a positive working relationship with this active professional association. In particular, C.A.H.P.E.R.'s current national priority, the "Quality, Daily Physical Education" thrust, has considerable application for the proposed program in New Brunswick.

C.A.H.P.E.R. has offered to share its experiences and knowledge of successful school physical education programs, from across Canada and internationally, as part of its contribution to the proposed initiative.

5.6 PARTICIPaction

As will be detailed later in the proposed action plan, PARTICIPaction is prepared to adapt its national campaign, where suitable and appropriate, to allow for a special emphasis in New Brunswick. In many cases, this would include a clear tie-in with the New Brunswick program's indentification and allow for otherwise cost prohibitive promotional materials to become key elements in the provincial campaign.

5.7 Other National Associations

In the course of its normal contacts, PARTICIPaction officials have had occasion to discuss informally the thinking behind the proposed New Brunswick project. The reaction has been unanimously positive. PARTICIPaction therefore feels confident in believing that should the proposed New Brunswick initiative proceed, many national level groups and associations can be expected to contribute information, proven strategies, and other professional services as their contribution to such a unique pilot project.

Examples of these potentially supportive groups include:

The National Institute of Nutrition
The Canadian Dietetic Association
The Canadian Intramural Recreation Association
The College of Family Physicians of Canada

RECOMMENDATIONS

- A Comprehensive, Coordinated Strategy
- The Action Plan
- The Budget and Potential for Financial Support

6.0 A COMPREHENSIVE COORDINATED STRATEGY

6.1 Background Rationale

As has been stated, there is a growing body of experience which suggests that individuals can be "motivated" to assume greater responsibility for their personal health, (primarily through the adoption of healthy, self-determined, lifestyle behaviours), and the results can have a significant impact.

(a) Personal Benefits:

- improved cardio-vascular health
- more energy
- increased ability to cope with stress
- weight control
- psychological improvements
- safety consciousness

(b) Societal/Corporate Benefits:

- reduced absenteeism due to sickness or injury
- increased productivity
- improved morale, happier individuals
- positive economic implications

While many studies and programming experiences confirm that these benefits are achievable, it is virtually impossible to "prove" that any resulting economic benefits will be a direct outcome of these personal changes. Nevertheless, most experts agree that if an individual is healthier, more safety conscious and better able to cope with stress, he or she is less likely to need expensive medical care and less likely to be absent from work. Such a change therefore can have a significant economic impact.

6.2 Objective

It is proposed that the primary objective be to develop a strategy which will encourage individuals of all ages in New Brunswick to adopt healthy lifestyle behaviours.

6.3 Strategies

In essence, the strategy will be to develop a coordinated educational and motivational communications campaign aimed at changing the attitude and behaviour of individuals, and simultaneously work at creating supportive environments designed to aid this change process and help ensure that it is more than temporary.

The primary vehicles for delivering this strategy should be the following:

(a) Provincial government department existing programs:
- Tourism, Recreation and Heritage
- Health
- Education
- Labour

(b) Mass media
- especially coordinated with PARTICIPaction's national campaign

(c) Government-supported programs and agencies
- schools
- public health units
- workers' compensation board
- municipal recreation
- leadership training programs
- conferences

(d) Non-government professional and program delivery groups
- numerous provincial and regional associations

(e) private sector companies
- internal support (access to the workplace)
- external financial support

6.4 Management Committee

It is recommended that a Management Committtee be established to be the overall planning mechanism and guardian of this strategy. It would also administer both the government and private sector funds provided.

7.0 THE RECOMMENDED ACTION PLAN

The following recommendations are proposed by PARTICIPaction based upon its discussions with the various groups and government departments identified earlier, plus its sixteen years of experience in: 1. the communication of the health and fitness message; 2. in working with and generating substantial support from the private sector; and 3. its understanding of the values to be obtained by networking with many support groups.

During the meetings with the various interest groups, many specific program and promotion suggestions were made. Most, we felt, had considerable merit. Therefore, in the recommendations which follow, we have endeavoured to create the kind of mechanisms and supports which will allow these specific initiatives to happen. We also feel that once operational, the proposed Management Committee should make sure that it develops an ongoing dialogue with these front-line program operators. It was obvious that they have a good "feel" for the needs and issues at the local level, and some very practical suggestions. Involving them in the planning, as well as the delivery process, is strongly recommended.

Some of the following points may require elaboration or further discussion in the future. It should be remembered, however, that they are just "recommendations". The desirability of implementing any or all of them will ultimately depend upon many factors -- provincial government endorsement, adequate financial resources (including a commitment to refocus existing public funds), committed support from program delivery groups, etc. -- and subsequent discussions with senior provincial government officials. It is PARTICIPaction's conviction, however, that the following recomendations are entirely feasible, and the program can work.

7.1 Time-Frame Recommendation

7.1.1 THAT a commitment be made to at least a two-year plan of action, including financial commitments, before proceeding.

Experience has demonstrated that a broad-based communications campaign, especially one wishing to utilize the mass media as well as traditional delivery systems (schools, workplace, existing leisure programs), will take many months even to create awareness let alone start to gain public interest and support. Therefore it would be foolish to start without having at least a two-year commitment.The actual strategy plan itself should be developed for a long period of time with the option to adjust based on ongoing feedback.

7.2 Communication Strategy Recommendations

7.2.1 THAT a constant, focused message and common theme-line be used through all participating components of this campaign.

The notion of "coordination" has been central to this entire report and for effective communication, the same theme and message focus (including logo and graphics) used by all participants will greatly enhance the chance of success.

7.2.2 THAT the messages communicated be sensitive to unique characteristics and traditions of the New Brunswick population and, as much as possible, feature "local" programs and people.

Messages should prominently focus on, and feature, New Brunswick.

7.3 Media Campaign Recommendations

7.3.1 THAT as many mass media vehicles as possible be utilized as part of the campaign.

Certainly radio, magazines, newspapers (dailies and weeklies), newsletters, in-house publications, milk panels and outdoor advertising can (and should) be utilized, and are suitable to a specific New Brunswick message. Television is the one major media that is impractical to contain a "New Brunswick only" message. However, should the PARTICIPaction name be somehow used as part of the overall campaign, there is the opportunity to build on its national campaign with some New Brunswick focus.

7.3.2 THAT all communication opportunities, in addition to traditional mass media vehicles, be utilized in a complementary manner.

Examples here could include talk shows, newspaper inserts, press conferences, award dinners, program recognition certificates and envelope stuffers for utility company utilization.

7.4 Networking Recommendations

7.4.1 THAT existing provincial, regional and local programs, as appropriate, be "packaged" as part of the coordinated province-wide campaign.

Many existing programs within the supporting provincial government departments can and should be refocused or "packaged" such that they become integral parts of this major initiative. In most cases, this can be done at no additional cost to government operating budgets already approved.

7.4.2 THAT program and communication materials already in existence, both in and outside of New Brunswick, be adapted to become part of the coordinated campaign.

Many quality resource materials are currently available and at limited expense can suitably be adapted to fit the needs of this program. No need to "re-invent the wheel".

Through PARTICIPaction alone, there currently exists numerous promotional, educational and other resource materials -- materials that originally cost hundreds of thousands of dollars to develop -- which can readily and economically be adapted to fit this New Brunswick high profile initiative. For example, the successful fitness and nutrition education program developed for elementary school children in Ontario (APEX); the fitness program leaders educational materials for class participants (Measure of Fitness, and Measure of Energy); the popular health, fitness and safety booklets and posters which hundreds of

corporations now buy and distribute to their employees (Employee Communications); highly visible mass participation promotions like the CrownLife PARTICIPaction Challenge (3,600,000 registered participants in May, 1987); targeted educational materials (Goal Setter); posters, filler ads, etc.

The above materials are suggested by way of example only. Obviously, there are many other excellent resources available from a variety of sources. The point is that useful, existing resources should be identified, then adapted, in order that they may be used as integral parts of the coordinated campaign. It should not be just a random "grabbing" of materials available. (Funds have been included in the proposed budget to allow for obtaining and adapting such materials).

7.4.3 THAT a mechanism be established to permit ongoing communication between the Management Committee and the major health and fitness program delivery groups througout the province.

As mentioned earlier, the meetings with the many provincial and local associations resulted in a large number of useful suggestions. It was also obvious, not surprisingly, that most of these groups have strong views as to the needs of various audiences and suggested solutions. Therefore, their active involvement in the strategic planning process is considered most important.

Further, it was also obvious, that there are currently many successful programs and other initiatives under way at the local level. Again, the Management Committee must not only be aware of them, but in many cases should strive to support these efforts. (This is part of what is meant by a coordinated campaign, compared to simply a variety of unrelated initiatives.)

7.5 Supportive Environment Recommendations

7.5.1 THAT strategies be developed to involve the active support of decision-makers and front-line influencers.

It is felt important to have not only public endorsement, but also the active support of key leaders and influencers such a politicians, business leaders, the medical community, boards of education, mayors, appropriate professional associations, etc. As well, specific involvement and supportive opportunities should be created for parents, youth leaders, service club members and others -- all of whom can help create a "supportive environment".

7.6 Evaluation Recommendation

7.6.1 THAT research, including an initial baseline study, be an integral part of this unique initiative to measure both results and to provide ongoing feedback useful for future program planning.

Depending on the financial support available, a comprehensive evaluation program will need to be developed. It is most important that the data be collected in a manner that allows for it to be readily compared, and combined, with data from other studies. This can make the information collected potentially more useful, as well as cost effective.

From experience, it is recommended that private research firms be considered. However, it is also recommended that further discussions be held with the social research specialists at the Institut de Leadership, Université de Moncton, and the Canadian Fitness and Lifestyle Research Institute, Ottawa, with a view to having these two groups cooperatively involved as part of an ongoing evaluation plan.

7.7 Management Committtee Recommendation

7.7.1 THAT a small (maximum 12 person) Management Committee be established to provide overall leadership to this province-wide thrust.

Depending on the wishes of the provincial government, one of two models is recommended.

Model "A" would have senior personnel from within the participating government departments playing the primary leadership role.

Model "B" would see the primary leadership coming from non-government officials, (although there would still be key government involvement) and would be much closer to the national PARTICIPaction model.

The advantages and disadvantages of these two models are detailed in the next section.

8.0 PROJECT MANAGEMENT

Two possible models have been suggested. Each would see a relatively small management team responsible for the overall coordinated program.

8.1 Model "A"

Suggested composition:

- one senior government official as project Executive Director
- one senior representative from each of the four participating government departments
- two representatives from the private sector (major employers)
- four representatives from appropriate provincial, non-government program delivery organizations
- one representative from the federal government (to represent Fitness Canada and the Health Promotion Directorate).

Advantages:

1. Clearly a provincial government controlled and operated initiative.

2. Executive Director and any necessary support staff will likely already be salaried employees, thereby reducing the need for "new" funds to pay for management services.

Disadvantages:

1. May be more difficult to attract private sector financial support as well it will be seen as a government program.

2. Media may be less willing to provide public service advertising support if it feels it can obtain government advertising revenue.

8.2 Model "B"

Suggested composition:

- one contracted "private sector" person as project Executive Director
- one senior representative from each of the four participating government departments
- six representatives from the private sector (including the media)
- one representative from the federal government (to represent Fitness Canada and the Health Promotion Directorate)

Advantages:

- This management team, (preferably incorporated as a private, non-profit organization), would clearly operate at "arms-length" from government, thereby potentially having more appeal to the private sector.
- Easier to attract private sector financial support.
- Easier to attract media public service advertising support.

Disadvantages:

- Participating government departments less in control, (although government's financial commitment and related criteria will ultimately exert a tremendous influence).
- Operating costs higher as incorporated non-profit group should be physically located outside of government and the Executive Director would be a full-time salaried employee. Some salaried support staff would also be needed.

9.0 THE COMMUNICATIONS STRATEGY AND TIMETABLE

Ongoing promotions (via media and other vehicles) are essential to the success of the proposed strategy.

Initially the goal of the media campaign, for at least the first twelve months, is to create AWARENESS:

- awareness of the establishment of this new initiative and its purpose:
- awareness of the needs/issues it will tackle; and
- awareness of the positive, consumer-oriented style and tone of this campaign.

Depending on the exposure level (intensity) of this initial campaign, it is projected that somewhere between the first six and nine months the campaign will slowly begin to add an EDUCATION component:

- educational information as to the nature of the issues (understand them better); and
- education as to personal choices that can begin to make a difference.

Eventually the campaign will begin to focus more and more on EDUCATION and begin using MOTIVATION techniques.

The above primarily refers to the proposed mass media campaign, but the same principles apply to the complementary campaigns which should simultaneously begin to operate within government departments and the private sector. The following chart provides a simple overview of how the overall campaign might unfold.

April 1988	April 1989	April 1990

Management Team Established
Pre-launch contact with primary support groups (May-Aug.)

Media Campaign launch (June'88) — (Awareness) (Education) (Motivation)

Complementary Campaigns in gov. depts., schools, workplace (Sept. '88)

New programs implemented within the workplace

Existing gov. programs adapted to be part of coordinated campaign

Voluntary organizations support campaign

Voluntary organization adapt programs to complement campaign

School programs part of coordinated campaign

Pre-launch Benchmark Evaluation

First year Evaluation and Feedback

Second year Evaluation and Feedback

10.0 BUDGET OPTIONS

The actual operating budget will obviously depend upon many variables, including a number of yet-to-be made decisions by the Government of New Brunswick. Therefore the following projections, based on PARTICIPaction's years of experience, are intended to provide a realistic look at one budget scenario.

A POSSIBLE OPERATING BUDGET

(Expressed in thousands of dollars)

	1988-89	1989-90	1990-91
REVENUE			
Gov.'t of N.B.	$ 400	$ 350	$ 300
Fitness Canada	150	100	50
Health Promotions	150	100	50
Private Sector	50	150	350
Foundations	-	50	50
TOTAL "CASH"	$ 750	$ 750	$ 800
Value of donated PSA campaign	250	400	500
TOTAL VALUE	$1,000	$1,150	$1,300
EXPENDITURES			
Campaign Production	$ 364	$ 371	$ 409
Campaign Operations	44	48	52
General Administration	111	94	96
Management & Sponsorship	231	237	243
TOTAL EXPENSES	$ 750	$ 750	$ 800

	1988-89	1989-90	1990-91
CAMPAIGN PRODUCTION			
Radio	$ 30	$ 30	$ 30
Cable TV	15	10	10
Magazines	15	15	10
Other Print	30	10	10
Posters	40	35	20
Editorial	25	25	20
Special Opportunities & PR	30	15	10
Newsletter	75	75	75
Adaptation Materials	54	36	24
Sponsored Promotions	50	120	200
	$ 364	$ 371	$ 409
CAMPAIGN OPERATIONS			
Contracted Staff (1)	$ 30	$ 32	$ 34
Travel	5	6	7
Long Distance	4	5	5
Distribution	5	5	6
	$ 44	$ 48	$ 52
GENERAL ADMINISTRATION			
Support Staff (2)	$ 27	$ 29	$ 31
General Telephone	4	4	4
General Distribution	5	5	5
Office Rent	25	25	25
Equipment	30	15	15
Supplies	10	6	6
General Operations	5	5	5
Legal and Audit	5	5	5
	$ 111	$ 94	$ 96
MANAGEMENT & SPONSORSHIP			
Contracted Staff (2)	$ 95	$ 100	$ 105
Consulting Services	60	60	60
Travel	6	7	8
Long Distance	5	5	5
Explore & Develop	10	10	10
Directors Meeting	5	5	5
Research	50	50	50
	$ 231	$ 237	$ 243

11.0 PRIVATE SECTOR INVOLVEMENT: THE NEXT STEP

From the beginning of this study, it was agreed that the active involvement of the private sector would be desirable. Ideally, this involvement would come in two forms:

(a) in-house support and cooperation with the province-wide campaign (materials and programs for employees); and

(b) financial support or sponsorship of public initiatives (such as paying for the production and broad distribution of educational materials in exchange for corporate identification and publicity).

From experience and some initial contacts, PARTICIPaction has no doubt that many New Brunswick companies will internally support this campaign for the benefit of their own employees.

From experience, PARTICIPaction also believes that the potential for corporate external sponsorship also exists; however, this requires further exploration and confirmation.

Again, from experience, most companies are hesitant to commit funds until they have a chance to:

a. see a "picture" of the overall plan and clearly understand how their sponsorship fits in;

b. know the extent of the financial commitment of government and other supporters; and

c. understand the nature of the leadership of this initiative -- who has final authority, the financial controls, and the quality of the leaders behind it.

This caution by the private sector is understandable. Therefore, the following steps are recommended.

(a) The Government of New Brunswick decide for sure if it wishes to proceed with this initiative.

(b) If the answer to (a) is "yes", determine the Management model and operating guidelines it would find acceptable.

(c) Approve, "in principle" only, a two-year operating budget.

With the above important and substantive decisions in place, PARTICIPaction is prepared to meet with two or three major New Brunswick companies to obtain a commitment of support in principle from them. In the event that PARTICIPaction obtains a commitment of support in principle, then it will explore with the Management Committee what steps will be taken. If this commitment is not forthcoming, then the Government has the option of reconsidering its decisions. However, should the corporate commitment be there, (and we believe it will be), then the implementation phase could begin quickly.

PARTICIPaction will also prepare a report and analysis of its corporate visits.

APPENDICES

A. New Brunswick Statistics

B. Notes from the meeting in Fredericton on February 16, 1987 and Moncton on February 17, 1987.

C. Letters of support - New Brunswick Fitness Community

APPENDIX A

NEW BRUNSWICK STATISTICS

1. Demographics

Population	713,400 (June 1, 1984)	
Age groups	0 - 24	42.4%
	25 - 44	29.6%
	45 - 64	17.3%
	65+	10.67%
Family Income (1985)	Average	$27,431
	Median	$23,164
Education (1981)	less than grade 9	30%
	Grade 9 - 13	63.9%
	University	6%
Urban/Rural (1981)	urban	50.7%
	rural	49.3%
Marital Status (1984)	single	45.7%
	married	47.0%
	widowed	5.0%
	divorced	2.3%

Employment Types (263,000 employed individuals)

Managerial/Professional	27.0%
Clerical/Sales/Service	40.9%
Primary/Processing/ Construction/Transportation/Other	32.1%
Unemployed (1986 - annual average)	14.4%

"Mother tongue"	English	66.0%
	French	34.0%
Spoken languages	Bilingual	26.5%
	English only	60.5%
	French only	13.0%

Sources: Statistics Canada
Canadian Department of Employment and Immigration

2. Physical Activity

Frequency	46% of people are regularly active (3+ hr/week for 9+ months/year)
Intensity	In Canada, only 24.9% (male 28.3%, female 21.4%) of the population is adequately active (i.e., have a required "dose" of exercise in terms of energy expenditure) with New Brunswick showing the lowest average. According to the Health Promotion Survey, however, 43% of people in New Brunswick say they get as much as needed.

Sources: Canada Fitness Survey (1981)
PARTICIPaction (1982)
Health Promotion Survey (1985)

APPENDIX B

NOTES FROM THE MEETING IN FREDERICTON ON FEBRUARY 16, 1987 AND MONCTON ON FEBRUARY 17, 1987.

A FITNESS PROMOTION STRATEGY FOR NEW BRUNSWICK

FEASIBILITY STUDY

NOTES FROM THE MEETING HELD IN

FREDERICTON ON FEBRUARY 16, 1987

CONSULTATION WITH N.B. MAJOR FITNESS

ORGANIZATIONS AND LEADERS

Were present:

. Gary Bard, St John Regional Centre
. Gary Bernard, P.E. Council
. John Beyea
. Rhéal Chiasson, Dept. of Education
. Ed Fox, YM-YWCA - Fredericton
. Rod Higgins, Community Services Dept.
. Carolyn Judd, Heritage Health and Fitness Centre
. Clifford Kennedy, Tourism, Recreation & Heritage
. François Lagarde, PARTICIPaction
. David McCrindle
. Payson Powell, YMCA - Moncton
. Tim Snow, YM-YWCA - Fredericton
. Daryl Steeves, NBFLF
. Donat Thériault, Tourism, Recreation & Heritage
. Bun Veysey, Tourism, Recreation and Heritage
. Garth Wade
. Doris Ward, YM-YWCA - St. John
. Louise Yerxa, Lou's Body Shop

IDENTIFIED NEEDS IN THE AREA OF PROMOTION

. focus on motivation
. physical education in schools
. youth (6 to 15 years)
. healthy lifestyle in a practical and cost-efficient way
. make it easy
. adapt fitness to ongoing activities
. home environment
. proper things to do - how to
. parents - to have an impact on decision makers

.../2

- combine a global strategy with a targetted strategy if $ is available
- consider basic values of N.B.: family, tradition, security
- consider rural/urban aspect of N.B.
- consider cultural differences (French/English)
- include nutrition and other lifestyle components
- include disabled
- deal with the myth that physical jobs are enough and include other lifestyle concerns (nutrition)
- cost-benefits for tax payers
- consumer awareness

IDENTIFIED NEEDS IN OTHER AREAS

- leadership should be more consistent and standardized
- need for leadership in rural areas
- open community facilities at lesser prices
- introduce financial benefits for individuals and corporations

PROJECTS IDEAS

- T.V. and radio spots
- slide shows for leaders
- video for schools
- post card to order more information
- local festivals' guide for fitness events or activities
- dairy panels
- series of themes for the 3-year project
- contest (using gas stations)
- financial incentives
- scholarship
- fitness achiever program
- use N.B. P.Ed. Week to reach parents
- use professional hockey teams
- calendar

.../3

DELIVERY SYSTEMS

. schools
. workplace
. volunteer organizations
. medical profession
. Ys
. churches
. unions
. janitors
. message included in family allowance cheques
. senior citizens organizations
. taxi cabs
. teachers

POTENTIAL CORPORATE SPONSORS

. McCain Foods
. Milk Marketing Board
. Irving
. NB Tel
. Companies making money on kids (chocolate, candies...)
. Pepsi
. Baxter Dairy
. Shoppers
. NB Power
. Brunswick Mines
. Gov. Departments
. Mills
. Weight Watchers
. Connors Brothers
. Breweries
. Insurance companies

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UNE STRATÉGIE DE PROMOTION DE LA CONDITION PHYSIQUE AU NOUVEAU-BRUNSWICK

ÉTUDE DE FAISABILITÉ

NOTES DE LA RENCONTRE

TENUE LE 17 FÉVRIER, 1987 À MONCTON

CONSULTATION AUPRÈS DES PRINCIPAUX CHEFS DE FILE ET PRINCIPALES ORGANISATIONS DANS LE DOMAINE DE LA CONDITION PHYSIQUE AU NOUVEAU-BRUNSWICK

Étaient présents :

. Charles Babineau, U. de Moncton
. Rachelle Bordeleau, Institut de leadership
. Paul Boudreau, U. de Moncton
. Céleste Boulay, Conseil provincial des éducateurs physiques du NB
. Rose Eva Comeau, Conseil provincial des éducateurs physiques du NB
. Paul Demers, Acadie en forme
. Etienne Deschênes
. Normand Gionet, U. de Moncton
. Ronald Johnson, Tourisme, Loisirs et Patrimoine
. François Lagarde, PARTICIPaction
. Eugène LeBlanc, Tourisme, Loisirs et Patrimoine
. Aldo Mallet, Fédération de la condition physique du NB
. Jean-Guy Poitras, CUSLM
. Réal Savoie, Tourisme, Loisirs et Patrimoine
. Donat Thériault, Tourisme, Loisirs et Patrimoine
. Vance Toner, Institut de leadership

BESOINS EN MATIÈRE DE PROMOTION

. jeunes à l'école
. rôle des professionnels
. commencer dans les petites régions
. promotion plus large que les classes de conditionnement physique (inclure le plein air, la nutrition...)
. mettre l'accent sur le social
. promotion auprès des professeurs d'E.P. (leur redonner la conviction)
. auprès des conseils scolaires
. auprès des parents
. auprès des médecins
. auprès des futurs enseignants
. rejoindre toutes les clientèles (femmes, handicapés...)
. s'assurer de tenir compte des communautés rurales

.../2

. impliquer les médias de façon à ce qu'ils fassent la promotion de chefs de file locaux, de conférenciers, d'organismes et de programmes
. mettre l'accent sur le sentiment d'appartenance à la communauté
. profiter du caractère géographique du NB (l'eau)
. faire connaître les projets existants (NB Power)
. promotion d'activités peu coûteuses
. sensibiliser les architectes et les ingénieurs
. promotion du concept de mieux-être et de la responsabilité individuelle en matière de santé
. auprès des entraîneurs (préparation au hockey par exemple)
. mettre l'accent sur les activités suivantes : activités aquatiques ski de fond, raquettes, patinage, vélo, jogging, marche, course d'orientation, volleyball, baseball/softball
. mettre l'accent sur la qualité de vie

AUTRES BESOINS

. $ pour la recherche
. formation des professeurs et des moniteurs
. structure régionale avec $
. mettre l'accent sur des activités de participation au lieu de compétition dans la programmation municipale

CONSIDÉRATIONS GÉNÉRALES

. prévoir une évaluation
. tenir compte des organismes existants
. définir clairement ce dont on fait la promotion
. se servir des personnes dans le milieu
. éviter les dédoublements
. tenir les intervenants informés du développement de la stratégie et des activités reliés au plan d'action

IDÉES DE PROJETS

. liste de cadeaux de Noël
. échanges d'équipements
. mettre des chambres d'hôtel disponibles à la population le midi
. calendrier provincial des activités
. idées pour les festivals
. liste de conférenciers

.../3

RÉSEAUX DE DISTRIBUTION

. médecins
. municipalités
. écoles
. agences privées (guides, scouts...)
. associations de villes et de villages

COMMANDITAIRES POTENTIELS

. McCain *
. Irving *
. L'Assomption *
. les fondations
. Baxter
. Les compagnies d'assurance (SunLife, Metropolitain, London)
. Banques (Royale, Caisses pop.)
. CIP
. Frazer
. Loto Atlantique
. Co-op
. NB Tel
. NB Power
. Texaco
. Petro-Canada
. Kinsmen
. Pepsi
. Coke
. Shoppers
. McDonald's
. Brasseries

PARTICIPANTS À LA RENCONTRE DU 17 FÉVRIER 1987 À MONCTON

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Rachelle Bordeleau *

Paul Boudreau *

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Normand Gionet *

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Vance Toner *

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APPENDIX C

LETTERS OF SUPPORT
NEW BRUNSWICK FITNESS COMMUNITY

FEB 20 1987

UNIVERSITÉ DE MONCTON
CENTRE UNIVERSITAIRE SAINT-LOUIS-MAILLET
EDMUNDSTON, NOUVEAU-BRUNSWICK, CANADA E3V 2S8

le 19 juillet 1987

Honorable Omer Léger
Ministère du Tourisme,
Loisirs et Patrimoine
C.P. 12345
Fredericton, N.-B.
E3B 5C3

Cher Ministre,

Par la présente, je désire vous informer que j'ai participé personnellement à une rencontre organisée par les représentants de votre ministère en collaboration avec Participaction dans le but de préparer une étude de faisabilité portant sur une stratégie de promotion de la condition physique au Nouveau-Brunswick.

Je suis très heureux d'une telle initiative et surtout qu'elle arrive à une époque où on questionne énormément les coûts de santé, la qualité de vie, le travail stressant, le rôle des différents intervenants tant privés que publiques. Il est donc urgent qu'on promouvoie la condition physique pour que nos citoyens, citoyennes de la province aient la joie de mieux vivre chez-nous avec nos ressources naturelles fort intéressantes. Nous supportons donc en principe une campagne de promotion sur l'importance de la condition physique au Nouveau-Brunswick.

Enfin, permettez-moi de vous assurer, au nom des sportifs, sportives du Centre universitaire Saint-Louis-Maillet, et de la région du Nord-Ouest du Nouveau-Brunswick, de notre collaboration très soutenue et de la façon la plus appropriée possible.

Entre-temps, recevez Monsieur le Ministre, mes salutations les plus sincères.

Jean-Guy Poitras

Dr Jean-Guy Poitras
Responsable des Sports au CUSLM
et président de plusieurs
associations sportives du N.-O.

C.C. M. Donat Thériault
M. Darryl Steeves

FEB 25 1987

THE GREATER MONCTON YMCA

68 Highfield St., Moncton, New Brunswick E1C 5N3 Telephone (506) 857-0606
68 rue Highfield, Moncton, Nouveau-Brunswick E1C 5N3 Téléphone (506) 857-0606

CHIEF EXECUTIVE OFFICER
DIRECTEUR GENERAL
G. Payson Rowell, III

The Honorable Omer Leger
Minister of Tourism, Recreation and Heritage
P.O. Box 12345
Fredericton, N.B.
E3B 5C3

February 21, 1987

Re: A Fitness Promotion Strategy for New Brunswick

Dear Mr. Minister,

Having participated in the February 16th meeting of the Recreation Branch, I commend your department for this initiative, ''A Fitness Strategy for New Brunswick''.

The Greater Moncton YMCA supports the principles and basic concept as proposed, and we will be pleased to collaborate with the Recreation Branch, Participaction and the many other organizations. Further, I would be pleased to serve on a Management Committee for the Program.

Hoping for continued progress with this progressive endeavor for our Province, I remain.

Sincerely

Payson Rowell
Chief Executive Officer

cc. M. Donat Theriault

A United Way Agency

MAR 4 1987

678 Charlotte Street
FREDERICTON, N.B.
E3B 1M3

February 18,1987

Honorable Omer Leger, Minister
Tourism, Recreation & Heritage
P.O. Box 12345
FREDERICTON, N.B.
E3B 5C3

mad
FEB 27 1987

Dear Mr. Minister:

A representative of the Recreation Society of Atlantic Canada attended a meeting Monday, February 16,1987 in Fredericton regarding a feasibility study for "A Fitness Promotion Strategy" for New Brunswick.

The Recreation Society of Atlantic Canada supports in principle the concept of developing a fitness promotion strategy for New Brunswick, and will assist such an initiative in the most appropriate fashion.

Sincerely,

Gwen McKay

Gwen McKay, President
Recreation Society of Atlantic Canada

Return To
Donat

GM/gmr

cc: Donat Theriault
Director, Recreation Branch
Tourism, Recreation & Heritage

UNIVERSITÉ DE MONCTON

CENTRE UNIVERSITAIRE DE MONCTON
MONCTON, NOUVEAU BRUNSWICK, CANADA E1A 3E9

FEB 24 1987

1987 02 23

Monsieur Omer Léger, ministre
Ministère du Tourisme, Loisir
et Patrimoine
C. P. 12345
Frédéricton, NB
E3B 5C3

Monsieur le ministre,

Par la présente, permettez-moi de vous informer de ma présence à la réunion du 17 février relative au projet intitulé "Une stratégie de promotion de la condition physique au N.-B." présidée par Monsieur Donat Thériault.

Le projet proposé est un projet très prometteur et actuel en vue de sensibiliser les gens de la province face aux bienfaits d'une bonne condition physique et d'une pratique d'habitudes de vie saine. En tant que spécialiste dans le domaine, je supporte entièrement ce projet.

De plus, Monsieur le ministre, je suis prêt à collaborer activement à la réalisation de tel projet longuement attendu. Avec mes collègues de l'Université de Moncton, nous croyons pouvoir apporter au projet notre expertise en matière de la recherche et de servir votre ministère comme conseillers et personnes ressources.

Veuillez agréer, Monsieur le ministre, l'expression de mes meilleurs sentiments.

Normand Gionet

Normand Gionet, Ph.D.
Professeur agrégé
Ecole d'éducation physique
et de loisir

NG:jb

Copie: Donat Thériault ✓
Darryl Steeves

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Gary Clark
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PROVINCIAL ADVISOR
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C.A.M.R. REPRESENTATIVE
David Jory
C.A.M.R. - Saint John
65 Candlewood Lane
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Phone: 693-0066

Fundy Regional Games

FEB 23 1987

Fundy Regional Games "86"

QUISPAMSIS, N.B. – AUG. 6-7

Fundy Region Recreologist Association
c/o Blair Surette
10 Woodward Crescent
ROTHESAY, N.B.
E2E 1N5

February 18,1987

Honorable Omer Leger, Minister
Tourism, Recreation & Heritage
P.O. Box 12345
FREDERICTON, N.B.
E3B 5C3

Dear Mr. Minister:

A representative of the Fundy Region Recreologist Association attended a meeting Monday, February 16,1987 in Fredericton regarding a feasibility study for "A Fitness Promotion Strategy" for New Brunswick.

The Fundy Region Recreologist Association supports in principle the concept of developing a fitness promotion strategy for New Brunswick, and will assist such an initiative in the most appropriate fashion.

Sincerely,

Blair Surette, President
Fundy Region Recreologist Association

BS/gmr

cc: Donat Theriault
Director, Recreation Branch
Tourism, Recreation & Heritage

YOUNG MEN'S CHRISTIAN ASSOCIATION
YOUNG WOMEN'S CHRISTIAN ASSOCIATION

28 SAUNDERS STREET
FREDERICTON, NEW BRUNSWICK E3B 1N1

PHONE (506) 458-1186

FEB 1987

February 24, 1987

Hon. Omer Leger
Minister of Tourism
Province of New Brunswick
P.O. Box 12345
Fredericton, N.B.
E3B 5C3

Dear Minister,

I am writing regarding the recent initiative of your department in developing a Fitness Promotion Strategy for New Brunswick. The consultation held on February 16 in Fredericton was very well conducted and of great interest to those in attendance.

The Fredericton YM-YWCA supports this program in principle and would plan to participate in a way which is consistant with our goals and our resources.

Sincerely,

Ed Fox
Executive Director

EF/dp
cc: Donat Theriault

Fitness Assoc. of Fredericton

1986-87

MAR 2 1987

22 Robin Drive
Comp 199, SS#1
Fredericton, N.B.
E3B 5M7

February 23, 1987

Hon. Omer Leger
Minister
Dept. Of Tourism, Recreation and Heritage
P.O. Box 12345,
Fredericton, N.B.
E3b 5C3

Dear Sir:

As chairman of the Fitness Association of Fredericton, I participated in a recent meeting for the purpose of developing a feasibility study on a fitness promotion strategy for New Brunswick.

I am writing you to state that my organization supports in principle the ideas developed at this meeting and that we would be willing to participate in an appropriate fashion.

The idea of promoting Fitness and Lifestyle goes right along with the mandate of the Fitness Association of Fredericton.

Sincerely,

Garth Wade

Garth Wade
Chairman, F.A.F.